

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE	PAGE OF PAGES 1 11
2. AMENDMENT/MODIFICATION NO. 000001	3. EFFECTIVE DATE 02/13/2009	4. REQUISITION/PURCHASE REQ.NO.	5. PROJECT NO. (If applicable) 000001
6. ISSUED BY FAA AWA 800 Independence Avenue, S.W. Washington DC 20591	CODE AWA	7. ADMINISTERED BY (If other than Item 6) FAA AWA 800 Independence Avenue, S.W. Washington DC 20591	CODE AWA
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)		(x) 9A. AMENDMENT OF SOLICITATION NO. DTFAWA-09-R-00001	
		X 9B. DATED (SEE ITEM 11) 01/22/2009	
		10A. MODIFICATION OF CONTRACT/ORDER NO.	
		10B. DATED (SEE ITEM 13)	
CODE	FACILITY CODE		

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☒ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended. ☒ is not extended.
 Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning 1 copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment number. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required.)

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

(x)	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
<input type="checkbox"/>	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14.
<input type="checkbox"/>	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO THE AUTHORITY OF:
<input type="checkbox"/>	D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor ☐ is not. ☐ is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

Modification 000001 makes administrative changes to RFP DTFAWA-09-R-00001, as specified below.

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print)		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) John Gamble	
15B. CONTRACTOR/OFFEROR (Signature of person authorized to sign)	15C. DATE SIGNED	16B. CONTRACT AUTHORITY (Signature of Contracting Officer)	16C. DATE SIGNED

1. Section I.1 3.1.1, Clauses and Provisions Incorporated by Reference (December 2005) is revised to **delete** Clause **3.6.2-28 Service Contract Act of 1965, as Amended** (April 1996). This provision does not apply to the SIR.

2. Section J – List of Attachments, Attachment J-2 – Qualifications of Personnel, is deleted in its entirety and replaced by the following. Changes are underlined:

Section J – List of Attachments

Attachment J-2 - Qualifications of Personnel

Qualifications of Personnel

Successful completion of the services provided by the contractor will require a range of skills such as experience with executive consulting, executive-level interviewing, group facilitation, change management, and performance-based management. The contractor shall provide individuals with the minimum skills and qualifications described below. Contractors will be responsible for proposing the best mix of expertise and level of effort deemed necessary to best perform the specific tasks described herein.

Labor Category	Description	Minimum Professional Experience and Education	Minimum Qualifications
Principal Consultant(s) The principal consultant(s) must be available to be on site, in Washington, D.C. FAA headquarters up to three days per week.	Consultant(s) will provide strategic vision around the development and execution of cultural transformation programs and organizational effectiveness studies and activities throughout the entire organization. Consultant(s) will assist the program office in laying the framework for organizational development initiatives and take an active role in administering them when appropriate.	More than 10 years management consulting experience, of which 3 years should be consulting with senior executives and working as a senior level consultant, preferably in the federal government. Minimum 3 years experience in a position where organizational change was accomplished successfully. Advanced degree (MA, MS, or PhD), preferably in organizational development, business, or public administration from a recognized business or public administration program or school.	Principal consultant(s) must have significant experience related to the activities outlined in the scope of work as well as be trained and experienced in developing and writing strategic plans; developing strategies for promoting projects internally and externally; working with executives; and must be highly skilled in developing strategic approaches to organizational effectiveness activities. Experience using a variety of intervention strategies and tools to meet customer requirements. Demonstrated experience in successfully leading strategic planning, cultural change, and organizational effectiveness interventions.

1. Section I.1 3.1.1, Clauses and Provisions Incorporated by Reference (December 2005) is revised to **delete** Clause **3.6.2-28 Service Contract Act of 1965, as Amended** (April 1996). This provision does not apply to the SIR.
2. Section J – List of Attachments, Attachment J-2 – Qualifications of Personnel, is deleted in its entirety and replaced by the following. Changes are underlined:

Section J – List of Attachments

Attachment J-2 - Qualifications of Personnel

Qualifications of Personnel

Successful completion of the services provided by the contractor will require a range of skills such as experience with executive consulting, executive-level interviewing, group facilitation, change management, and performance-based management. The contractor shall provide individuals with the minimum skills and qualifications described below. Contractors will be responsible for proposing the best mix of expertise and level of effort deemed necessary to best perform the specific tasks described herein.

Labor Category	Description	Minimum Professional Experience and Education	Minimum Qualifications
Principal Consultant(s) The principal consultant(s) must be available to be on site, in Washington, D.C. FAA headquarters up to three days per week.	Consultant(s) will provide strategic vision around the development and execution of cultural transformation programs and organizational effectiveness studies and activities throughout the entire organization. Consultant(s) will assist the program office in laying the framework for organizational development initiatives and take an active role in administering them when appropriate.	More than 10 years management consulting experience, of which 3 years should be consulting with senior executives and working as a senior level consultant, preferably in the federal government. Minimum 3 years experience in a position where organizational change was accomplished successfully. Advanced degree (MA, MS, or PhD), preferably in organizational development, business, or public administration from a recognized business or public administration program or school.	Principal consultant(s) must have significant experience related to the activities outlined in the scope of work as well as be trained and experienced in developing and writing strategic plans; developing strategies for promoting projects internally and externally; working with executives; and must be highly skilled in developing strategic approaches to organizational effectiveness activities. Experience using a variety of intervention strategies and tools to meet customer requirements. Demonstrated experience in successfully leading strategic planning, cultural change, and organizational effectiveness interventions.

		Membership in professional organizations is desirable.	
Senior Consultant(s) Senior consultant(s) must be available to be on site at Headquarters or at FAA locations across the country at least three days per week.	Senior consultant(s) will implement cultural transformation, succession management, executive development, facilitation, and organizational effectiveness programs and will provide on-call consultation to organizational effectiveness program team.	More than 8 years consulting experience, of which 3 years should be consulting with executives and working as a senior level consultant, preferably in the federal government. Minimum 3 years experience in a position where organizational change was accomplished successfully. Advanced degree (MA, MS, or PhD) is minimally required in related fields such as Organizational Behavior, Organizational Psychology, Human Resource Development, or Executive Leadership. Membership in professional organizations is desirable.	Consultants must have, at minimum, excellent interpersonal, negotiation, facilitation, and presentation skills; executive-level verbal and written communication skills; strong analytical skills; and the ability to think strategically. <u>They must have proven ability to build relationships and to establish trust with executives, front line managers, and employees.</u> They must have a strong history of building relationships, gaining credibility and have a proven ability to work in a fast-paced, multicultural environment; handle a multitude of tasks; and be adaptable to change.
Level Two Executive Coach(es)	Level Two Executive Coaches will provide one on one coaching to ensure clients have focus, efficiency, discipline and synergy; that team members are aligned with the team's purpose, they feel a challenge in their task, they have a strong sense of camaraderie, they feel responsibility for outcomes, and they have experienced growth as a team and in their personal lives, and that they exhibit critical leadership behaviors.	Coaching Certificate from university or professional organization in leadership, organizational development. MA/MS and/or graduation from an International Coach Federation (ICF) recognized coaching school, prefer ICF coaching certification at least at the PCC level or equivalent, five years of experience coaching at the middle to senior management level in government and/or private sector, and management consulting experience in one or more areas such as organizational/leadership development, public	Coaches must have, at minimum, excellent interpersonal, negotiation, facilitation, and presentation skills; executive-level verbal and written communication skills; strong analytical skills; and the ability to think strategically. They must have proven ability to build relationships and to establish trust with executives, front line managers, and ATO employees. They must have a strong history of building relationships, gaining credibility and have a proven ability to work in a fast-paced, multicultural environment; handle a multitude of tasks; and be adaptable to change.

		administration, management consulting, industrial psychology, or clinical psychology as applied to workforce development, preferably in government.	
Level Three Executive Coach(es)	Level Three Executive Coaches will provide one on one coaching to ATO executives to ensure clients have focus, efficiency, discipline and synergy; that team members are aligned with the team's purpose, they feel a challenge in their task, they have a strong sense of camaraderie, they feel responsibility for outcomes, and they have experienced growth as a team and in their personal lives, and that they exhibit critical leadership behaviors.	<p><u>Level III Executive Coach has a Certificate in leadership and organizational development from a university or professional organization, or is certified by International Coach Federation (ICF) with the designation of MCC or PCC or is faculty at an ICF recognized coaching school.</u></p> <p>Advanced degree-PhD, MA/MS, JD,; more than five years experience coaching at the political appointee, senior executive, senior manager, or CEO/COO levels, and management consulting experience in one or more areas of organizational/leadership development, public administration, management consulting, industrial psychology, or clinical psychology as applied to workforce development, preferably in government.</p>	Level Three Coaches must have, at minimum, excellent interpersonal, negotiation, facilitation, and presentation skills; executive-level verbal and written communication skills; strong analytical skills; and the ability to think strategically. They must have proven ability to build relationships and to establish trust with executives, front line managers, and ATO employees. They must have a strong history of building relationships, gaining credibility and have a proven ability to work in a fast-paced, multicultural environment; handle a multitude of tasks; and be adaptable to change.
Facilitator(s) Facilitators must be available to be on site at FAA headquarters and at FAA locations across the country as needed.	Facilitate effective meetings, meaning that team members are aligned with the team's purpose, they feel a challenge in their task, they have a strong sense of camaraderie, and they feel responsibility for outcomes.	Personnel have at least eight years experience and are Certified Professional Facilitators or have facilitation certificate from university or professional organizations.	Have proven ability to elicit information, guide group discussions, lead work sessions, and help teams to draw on their knowledge, wisdom, and experience. Models a positive professional attitude and creates and sustains a participatory environment.

<p>Program Director</p> <p>The Program Director must be available to be on site, in Washington, D.C. FAA headquarters, two to three days per month.</p>	<p>The Program Director must have the overall responsibility for the project team. Key responsibilities include but are not limited to:</p> <ul style="list-style-type: none"> •Advise the ATO on business and risk issues related to the project •Responsible for overall quality of services •Review and approval of overall project plan, schedules, timeframes, and budget •Manage the QC review process and communications •Validate the effectiveness of resources, organizational structure and roles •Establish project/program standards and processes •Facilitate improvement in project processes and standards 	<p>Key minimum mandatory qualifications include: A minimum of five (5) years experience as Program Director for a support services contract. Public sector experience desirable.</p>	<p>Have a proven ability to work in a fast-paced, multicultural environment; handle a multitude of tasks; and be adaptable to change.</p>
<p>Project Manager</p> <p>The project manager must be available to be on site, in Washington, D.C. FAA headquarters, at least once a week. The Project Manager must be committed to the project, part-time from the contract origination date through final acceptance.</p>	<p>The contractor's Project Manager must lead the project team. The Project Manager must ensure compliance with the terms and conditions, as well as document any changes that may arise during the contract execution. The Project Manager is responsible for systematically and efficiently managing the contract for the purpose of maximizing operational performance and minimizing risk. Key responsibilities include but are not limited to:</p> <ul style="list-style-type: none"> -Acting as the primary interface with the ATO Organizational Effectiveness office 	<p>Key minimum mandatory qualifications include:</p> <ul style="list-style-type: none"> • A minimum of five (5) years experience as lead project manager for support services projects • Public sector experience desirable 	<p>Have a proven ability to work in a fast-paced, multicultural environment; handle a multitude of tasks; and be adaptable to change.</p>

	<ul style="list-style-type: none"> -Providing day-to-day management of the project including overall performance and contract compliance -Providing day-to-day management and direction of contractor resources assigned to the project -Managing the project to the current work plans and coordinating the availability of scheduled resources to the project -Managing all project resources and ensuring that appropriate resources are available throughout the life of the contract -Establishing and maintaining regular communications with the program office -Maintaining reporting, budget/cost reporting, and issue reporting, tracking, escalation, and resolution procedures -Monitoring and maintaining the development and implementation schedules -Developing and implementing a quality control process to ensure all objectives are met, milestones are achieved, and stakeholders are satisfied 		
Subject Matter Expert	A person possessing experience in a highly specialized functional area who is not an employee of the contractor or any subcontractor performing work on this contract. Use of this labor category requires written justification and	Bachelor's degree from accredited college or university with a curriculum or major field of study closely related to the work to be supported and 6 years of progressive and intensive experience in the field of study & specialization.	Relevant experience includes, but is not limited to, expertise in the required technical specialty. Have a proven ability to work in a fast-paced, multicultural environment; handle a multitude of tasks; and be adaptable to change.

	approval by the COTR and the Contracting Officer.		
Organizational Development Specialist	Analyzes and makes recommendations on organizational change, provides change management leadership and guidance, assists with the formulation of plans, goals and objectives to overcome resistance to organizational change.	Bachelors degree in Organizational Development or related discipline. A minimum of 5 years experience in Organizational Development or related discipline.	Proven managerial and supervisory skills; Have a proven ability to work in a fast-paced, multicultural environment; handle a multitude of tasks; and be adaptable to change. Experience with leading change, organizational development and change; consulting and human interventions.
Subject Matter Specialist	Develops benchmarks; performs analysis and studies, and develops reports and makes presentations to contractor management and clients. Designs and prepares technical reports and presentations in specialized subject matter. Provides expertise in the preparation of technical documents.	Bachelor's degree from accredited college or university with a curriculum or major field of study closely related to the work to be supported and at least 3 years of progressive and intensive experience in the field of study & specialization.	Have a proven ability to work in a fast-paced, multicultural environment; handle a multitude of tasks; and be adaptable to change.
Graphic Specialist	Performs graphic design, independently plans and designs graphic depiction of data and concepts. Prepare graphics for PowerPoint presentations; prepare artwork for publications; prepare charts, exhibits for documents.	3 years experience in the design and creation of computer generated graphics and text on a variety of hardware and software platforms. Demonstrated ability to convert ideas into multimedia graphics.	Graphics, report preparation, development/implementation of web sites experience. Have a proven ability to work in a fast-paced, multicultural environment; handle a multitude of tasks; and be adaptable to change.
Associate Consultant	Responsibilities may include analyzing data, documenting work performed, and leading interviews. Develops and presents solutions and deliverables. May develop and deliver requirements documents, organizational models, and/or other documentation associated with management and systems consulting.	Holds a four-year degree from an accredited college/university. Experience of five or more years in consulting, operations consulting, program management, or in a related field. Possession of an advanced degree may be substituted for one year of experience.	Experience includes, but is not limited to, expertise in business consulting, process improvement, strategy, management, or a related field or the required technical specialty. Have a proven ability to work in a fast-paced, multicultural environment; handle a multitude of tasks; and be adaptable to change.

Management / Program Analyst	Assess the effectiveness of various programs. Duties may include analysis of complex problems, research, and writing, developing and providing training materials, and providing daily support. Research, write and proofreads documents and presentations. May prepare status reports and update project plans.	Requires a bachelor's degree and a minimum of 3 years experience (or equivalent combination of education and experience).	Experience includes, but is not limited to analytical and technical expertise in business consulting, process improvement, strategy, management, or a related field or the required technical specialty. Have a proven ability to work in a fast-paced, multicultural environment; handle a multitude of tasks; and be adaptable to change.
Administrative Support	Performs administrative tasks, such as word processing, spreadsheet development, administrative typing and filing. Helps produce and prepare deliverables, maintains schedules, takes minutes and prepares meeting notes.	Requires a high school diploma or equivalent and a minimum of 3 years of experience in general office procedures, records management, word processing, database management, filing, and travel administration.	Familiarity with word processing packages and other business applications software. Have a proven ability to work in a fast-paced, multicultural environment; handle a multitude of tasks; and be adaptable to change.

3. Section L – INSTRUCTIONS, CONDITIONS AND NOTICES TO OFFERORS, the following changes are made:

a. Section L.3, Time Date Place and Submission of Proposals, subparagraph a. is corrected to include: Hand-carried, delivered by courier, or Express Mailed to the Contracting Officer at the following address (**Electronic Copies will not be accepted**):

b. Section L.15.b is deleted in its entirety and replaced by the following:

b. Proposal Organization

The Offeror's proposal submission shall consist of Volume 1 - Offer and Other Documents, Volume II - Technical Proposal, Volume III - Past Performance and Volume IV - Price Proposal. The volumes should be organized and submitted in quantities as follows:

VOLUME	DESCRIPTION	QUANTITY
VOL.I	OFFER AND OTHER DOCUMENTS	Original +1
Section		
A	Table of Contents	
B	SIR SECTION A, OMB #2120-059 Solicitation, Offer and Award -- Signed	
C	SIR SECTION B, Supplies or Services And Prices/Cost - Complete	
D	SIR SECTION K, Representation, Certifications and Other Statement of Offerors – Signed	
E	Business Declaration Form	
VOL.II	TECHNICAL PROPOSAL	Original +5
Section		
A	Technical Approach	
B	Professional Credentials	
C	Oral Presentation Briefing Package	
VOL. III	PAST PERFORMANCE	Original +1
VOL. IV	PRICE PROPOSAL	Original +2

c. Section L.15(c)(3)(iv) is Revised to read as follows:

(iv) The page Limit for Section A, Technical Approach within Volume II of the Technical Proposal is 20 pages.

Section B, Professional Credentials (Resumes) within Volume II of the Technical Proposal must not exceed two pages for each of the Key Personnel. Page count does not include the one page letter of Commitment.

For Section C, Oral Presentation within Volume II of the Technical Proposal, there is no page limitation.

There is no page limit for Volume III, Past Performance

There is no page limit for Volume IV, Price Proposal

d. Section L.17(b)(iii)(2) – Technical Approach is deleted in its entirety and replaced by the following:

2 - Technical Approach

Explain why the company is qualified to achieve organizational effectiveness objectives as outlined in the Statement of Work.

The Offerors are free to structure their oral presentations using slides, transparencies or computer generated media. If using electronic projection, offeror must provide a laptop. A projector will be made available. Use of such aids is at the Offeror's discretion.

An additional five printed copies of the final presentation briefing package must be provided when the presentation begins.

The presentation may be video or audio taped by the Government to be available to the evaluation team for their review during the source selection process and be maintained as a part of the source selection record.

NO PRICE information shall be included in the presentation narrative or briefing charts.

Offerors will be notified via email of the date, time, and location of the oral presentations.

e. Section L.17(b)(iv) is deleted in its entirety and replaced with the following:

(iv). Volume III - Past Performance

The FAA will conduct a past performance review of each Offeror's proposal. Therefore, each Offeror shall submit written information pertaining to relevant experience involving similar size and scope of work as addressed in Section C. The information should reflect experience which occurred during the October 2005 through September 2008. Included should be a correct government and/or industry point of contact, phone number and facsimile number. A minimum of three contracts, which demonstrate the Offeror's past experience, shall be identified. The Offeror shall also provide a supplemental list (with appropriate references, points of contact, total dollar value, performance period and a brief description) of all commercial and federal contracts (excluding small purchases) awarded to the Offeror within the past three (3) years.

Information regarding each offeror, garnered from a variety of individuals familiar with each Offeror's past efforts, will be used to compile a past performance history which will then become one of the evaluation factors used in the source selection process.

The Offeror may provide information on problems encountered on the contracts and subcontracts identified and address corrective actions taken to resolve those problems.

Offerors should provide general information on their performance on the identified contracts. More specific performance information will be obtained from references and other sources as the FAA deems appropriate.

The Offeror may describe any quality awards or certifications received within the past three years that indicate the Offeror possesses high-quality awards or certifications for services rendered. The Offeror shall identify the segment of the company or division or the entire company receiving the award or certification. Identify the period of performance that it was applied and the date of the certificate/award.

It is requested that each Offeror send their listed private sector references a letter authorizing the reference to provide past performance information to the Government.

Each Offeror is also required to provide the Past Performance Questionnaire, Attachment L-2 to points of contact for each contract referenced. A copy of the questionnaire shall be sent to the Contracting Officer. Each of the Offeror's references must complete the questionnaire and mail a hard copy directly to:

FAA
Attn: John Gamble, ASU-340
C/O Tanyka L. Lawrence
Room 406W
800 Independence Avenue, SW
Washington, DC 20591

The completed questionnaire must be received by the FAA no later than the due date for the reception of proposals. Each Offeror is responsible for any follow-up required ensuring timely submission of completed questionnaires.

4. The Exhibit A (For informational purposes only) is added as Attachment A to this amendment.

5. A chart of the questions asked and responses provided regarding the RFP is at Attachment B.

Exhibit B: "Strategic Goals"

Mission

To Provide a Safe,
Efficient, Responsive
Air Transportation System
that Serves the Nation
and Supports the
Global Aviation Community

Vision

Give the World
New Ways to Fly—
through People, Technology and Innovation

ATO Five-Year Strategic Goals

1.0 Engaged Customers, Partners and Stakeholders

Achieve a long-term shared commitment to a sustainable and responsive air transportation system.

2.0 People-Driven Service Excellence

Foster a service-oriented climate in which employees continuously learn, embrace innovation and share accountability for success.

3.0 Safe, Efficient, Responsive Air Transportation System

Provide a customer-focused, safe, efficient and affordable air transportation system that is environmentally responsible.

4.0 New Capabilities through Technology and Tools

Evolve the National Airspace System infrastructure to provide efficiency, resilience and NextGen technology.

5.0 World-Class Administrative and Business Operations

Enhance performance and increase productivity through effective and responsive business operations.

ATTACHMENT B

	Solicitation No. DTFAWA-09-R-0001 Air Traffic Organization Large Scale Cultural Transformation Support Services	
Question #	Contractor's Question	Government's Answer
1.	I believe it was previously stated to me that the Air Traffic Organization Large Scale Cultural Transformation Effort was a new requirement and that no incumbent exists but within the solicitation, under Section C.3 it states, "This is a follow-on requirement for contractor support services to the Air Traffic Organization's (ATO) Organizational Effectiveness office..." Does this mean there is an incumbent for this?	Yes. There is an incumbent.
2.	We have been asked to participate in DTFAWA-09-R-00001 as a subcontractor to one company. We are a very small team of consultants and we work regularly as subs to several larger firms. I believe more than one of these groups may bid on the same RFQ. Is there any problem if several firms submit bids with us as part of their resource team?	We intend to award only one contract for this requirement. Since there's only one winner, I don't see a problem with a firm providing letters of intent to more than one offeror.
3.	We are a small, woman-owned business that has strong, relevant FAA experience with the SBS/ADS-B Program. However, we do not possess qualifications in all the required competencies and would therefore need to be part of a team to deliver a full solution. Can you share the list of Market Survey/RFI respondents or any other information that we could use to find teaming partners?	No, not without the permission of the respondents.
4.	Is there an incumbent contractor	Yes. Behavioral Science

	currently providing services to ATO on a predecessor contract vehicle?	Technology, Inc (BST) DTFAWA-05-C-00053.
5.	<p>a. Do we need to be registered as a vendor on the FAA website to respond to this source sought notice?</p> <p>b. Is it possible to ask the contracting officer to make this solicitation a small business set aside as is done with DOD sources sought notices?</p>	<p>a. No</p> <p>b. No. The decision has already been made to compete this requirement on a full and open basis.</p>
6.	<p>a. Is this subject to the availability of funds?</p> <p>b. Is this a new requirement or a follow-on to an existing requirement?</p> <p>c. Was this requirement contemplated as a small business set aside or 8(a)?</p> <p>d. Are you expecting to make more than one award?</p>	<p>a. Yes.</p> <p>b. It is a follow-on to an existing requirement. See Question #4</p> <p>c. Yes</p> <p>d. See Section L.5</p>
7.	<p>a. Part IV, Section L.3.(i), page 69, line space “a space and a half between lines” – is a space a point or a line? In other words, should this be 12 pt type with a 13.5 pt spacing or 12 pt type with a 18 pt spacing?</p> <p>b. Part IV, Section L.15, C.1. page 68 – number of copies, note under Binding and Labeling – is 4 the number of copies we need to send in addition to the original?</p>	<p>a. 12 pt type with a 13.5 pt spacing</p> <p>b. See Amendment 00001</p>
8.	a. Can a single person serve in multiple roles; in other words, can one individual fulfill the requirements of more than one of these labor categories as long as the day/hours required do not exceed that of a full-time position (1840 hrs./230 days)? For example, can a single consultant be the Facilitator and a	a. No.

	<p>Consultant/Coach II, if they meet the minimum professional experience and education?</p> <p>b. Can we submit more than one name for Key Personnel that are listed as singular positions (e.g., Program Director, Project Manager, Management Program Analyst)?</p> <p>c. The qualifications for Level III Executive Coaches calls for ICF Coaching Certification. We have several consultants that have Ph.D's in Clinical and I/O Psychology who have years of experience coaching. Is a Ph.D with requisite experience a substitute for the ICF Certification?</p> <p>d. In Part IV, Section L.17 – iv, it states that “each offeror is required to provide the Past Performance Questionnaire, Attachment L-2 to points of contact for each contract referenced.” Are you referring to the 3 contracts (minimum) we will be submitting as demonstration of our past experience or those 3 plus those additional contract contacts on the “supplemental list”?</p> <p>e. How soon after June 1, do you anticipate that the work will actually begin?</p>	<p>b. See Section H.8.</p> <p>See Amendment 00001</p> <p>See Amendment 00001.</p> <p>e. The proposed award date is expected to be in June 2009. Task Orders will subsequently be issued as soon as possible.</p>
9.	<p>a. To help us determine an appropriate staffing plan, can you confirm the location of the executives and managers who will need coaching?</p> <p>b. If they are not located in the Washington, DC area, can you</p>	<p>a. Part I – Section F under F.2 Place of Performance speaks to the current location information.</p> <p>b. Please refer to Part I – Section F under F.2 Place of Performance.</p>

	<p>provide a list of places of performance and percent of work expected at each location?</p> <p>c. We would like to confirm that the 20 page maximum refers only to Section A, Technical Approach – that resumes and oral presentation slides are not counted towards the 20 page limit.</p> <p>d. The RFP prohibits the use of any information, which identifies the offeror, such as company name, address or logo in our response. What name or title is to be used when referring to our company or subcontractors in the proposal? Will “Our Company” and “Our Partners” be acceptable or will you assign us an identifier?</p> <p>e. Although we are prohibited from mentioning our company identity in the written Technical Approach response, is it acceptable to mention current employer (company) name on the resumes?</p> <p>f. Please provide the number of hard and electronic copies of our proposal you need?</p> <p>g. In addition to the offeror providing 3 Past Performances, the RFP states that, “the Offeror shall also provide a supplemental list (with appropriate references, points of contract, total dollar value, performance period and a brief description) of all commercial and federal contracts (excluding small</p>	<p>c. See Amendment 00001</p> <p>d. The name of the offeror shall only be included in 1(the binder cover sheet for each volume and 2) on the “Table of Contents” page of each volume, if applicable. All other pages shall not contain any information, which identifies the offeror, such as company name, address or logo. “Our Company” and “Our Partners” is acceptable when referring to the company or subcontractors in the proposal.</p> <p>e. Yes</p> <p>f. See Amendment 00001</p> <p>g. See Amendment 00001</p>
--	---	---

	<p>purchases) awarded to the Offeror within the past three (3) years.” Depending on the size of the offeror, this list could be extensive; therefore, we would like to clarify if this list should consist of only contracts that are similar in size and scope to this effort, or if this list should mention any contract no matter the similarity to this effort?</p> <p>h. What is the dollar value that meets or exceeds the “excluding small purchases” threshold?</p> <p>i. Regarding Past Performance Questionnaire: Our Past Performance references must complete the questionnaire and mail a hard copy to the designated Contracting Officer. Will you allow our references to email the Questionnaires to your Contracting Officer? If so, please provide the CO’s email address.</p>	<p>h. Under \$100,000.00</p> <p>i. No emailed questionnaires will be accepted.</p>
10.	Are there any documents or reports that indicate success of ATOs previous cultural change effort?	See Amendment 00001
11.	Did ATOs previous cultural change efforts include the establishment of cultural change performance metrics?	See Amendment 00001
12.	If ATOs previous cultural change efforts did include cultural change performance metrics, may the contractor be told what those were?	See Amendment 00001
13.	The PDF document contains an embedded document Exhibit B 1118808.DOC that is not accessible. Will the government confirm that this document was provided in its entirety to offerors or if not provided make this document available?	Attachment
14.	a. What is the Government’s intention in collecting all commercial and federal contracts awarded to the	a. This information will be used in assessing offerors’ experience and past performance.

	<p>offeror within the past three (3) years?</p> <p>b. This is a significant and potentially burdensome requirement. Will the government consider removing this requirement from the solicitation entirely?</p>	<p>b. See Amendment 0001</p>
15.	What is the technology stack FAA ATO uses to support Business Intelligence – e.g., Database, ETL tool, BI tool, etc?	The FAA does not currently use a technology stack (e.g. Database, ETL tool, BI tool, etc) to support its business intelligence. The Micorsoft suite is utilized by the program office.
16.	Are licenses for the BI tools available to support the Cultural Transformation project?	See the answer to Question 15
17.	Can the bidder's name appear on resumes, in discussion of project management, on past performance references, on slides for the oral presentation?	Yes.
18.	Please confirm that the page limitation applies only to Part A of Volume II	See Amendment 00001
19.	Does the 2-page limitation on resumes include the letter of commitment?	See Amendment 00001
20.	The requirement to submit a "supplemental list" of all contracts held for the past 3 years (p. 74, C.iv) is extraordinarily burdensome for a large company. We have literally thousands of contracts worldwide, including many that specifically prohibit disclosure of the client's names. In addition, the resulting document would be extremely long. May we limit the list to contracts with a similar scope of work performed in the US?	See Amendment 00001
21.	Is the requirement to send a letter authorizing the release of past performance information (p.74, Section iv, paragraph 5) meant to apply to every contract on the list of	This references only the three contracts (minimum) that you are submitting as demonstration of past experience. Reference L.17 (iv)

	contracts held in the past 3 years?	
22.	Are subcontractors required to provide lists of contracts held for the past three (3) years?	No. Subcontractors are not required to provide lists of contracts unless the prime contractor considers it necessary in order to meet the RFP requirements.
23.	Are the hours listed on pages 2 and 3 for each labor category being used for evaluation purposes only or are they ceilings? Minimums?	The hours for each labor category are used for evaluation purposes only.
24.	How many copies of the proposal should be submitted in addition to the original?	An original and 5 copies
25.	We are interested in putting in a high quality bid on this work but we feel the remaining time left to prepare the proposal is inadequate to meet quality standards. Would the FAA consider a two week extension to the submittal date?	No. The FAA stands by the dates set forth in the SIR and believes the time allowed is sufficient.
26.	The FedBizOps announcement states the submission date is 2/27/09 but the RFP says 2/20/09. Which is correct?	See Sections L.2 and L.3
27.	Are the Oral Presentation slides included in the 20 page technical proposal page count?	See Amendment 00001
28.	Are the resumes included in the 20 page Technical Proposal count?	See Amendment 00001
29.	Are the hours for Year 3 correct? (i.e., Principal Consultant drops from 1840 to 1380 and both Consultant/Coach III and Management Program Analyst drop from 1380 to 920?	Yes. This is intentional.
30.	Part II Section I references Clauses 3.6.2-28, Service Contract Act of 1965 as amended (April 1996). If this is covered by SCA please provide appropriate wage determinations.	See Amendment 00001
31.	a. Are the hours and rates requested just for the base IDIQ contract? b. Or are these the total hours for all of the potential Task Orders under the IDIQ award?	a. No b. Yes
32.	Can one person bid in more than one labor category?	See Question #8

33.	Can the “Key” positions be more than one person?	No.
34.	Section L.3.d, indicates one signed original must be submitted. How many copies are required in addition to this one original?	One proposal consists of four (4) volumes. Each volume requires a signed original. For the remaining proposals, a copy is authorized. L.3.d states “One copy of the proposal must contain the signed original of all documents requiring signature by the Offeror. USE OF REPRODUCTIONS OF SIGNED ORIGINALS IS AUTHORIZED FOR ALL OTHER COPIES OF THE PROPOSAL”.
35.	Does the government require an electronic copy of the proposal or the Oral Presentation slides?	See Amendment
36.	Is it possible to get the Past Performance Questionnaire in editable form?	No.
37.	Questions are due no later than 2/13/09 and proposals due no later than 2/20/09?	See Question 26

#	Solicitation No. DTFAWA-09-R-0001 Air Traffic Organization Large Scale Cultural Transformation Support Services Questions	Government's Answer
38.	Would it be possible to obtain a copy of the attached Past Performance Questionnaire in editable format such as MS Word?	No
39.	a. Paragraph C.3 states this is a follow-on requirement. Does this mean there is an incumbent? b. If so, would you tell us who it is?	a. Yes b. BST DTFAWA-05-C-00053
40.	Is it too late to participate in this project?	See Section L.3, c. Time and Date
41.	Do we need to contract for meeting space while on travel to FAA locations around the country?	No.
42.	Will the FAA provide (either individual or shared) office space and internet access for contractors working at FAA headquarters?	Yes.
43.	Will contractor traveling to FAA locations around the country have a reasonable expectation of work space and generic internet access while performing their duties?	Yes.
44.	Section L, (iii), page 69: Each section within a volume shall be sequentially numbered. Please clarify. Do you mean that if a volume has 2 sections then each section within that one volume starts with page #1	No, Section L.15.c.3.iii states "Each section within a volume shall be sequentially numbered," meaning that if a Volume has more than one section, page numbers should continue from one section to the next.
45.	In order to fully accomplish the tasks as stated in the solicitation, we believe that more than \$15K of ODCs will be necessary. Will the government consider proposals that include an ODC greater than \$15k if the proposal clearly identifies the need, benefit and value of the additional ODC?	No.
46.	Section L, (ii), paragraph 2, page 72: Paragraph 2 implies that the commitment letter is a part of the resume and counts towards the 2 page resume limit. Please clarify if the letter of commitment does or does not count towards the 2 page resume page limit.	See Amendment 00001
47.	Page 2, Section B.2: The solicitation states the contract type is Indefinite Delivery/Indefinite Quantity, (IDIQ), Fixed Price Contract. Could the government clarify if fixed price is firm	Firm Fixed Price

	fixed price or fixed price, level of effort?	
48.	<p>a. Pages 2 and 3, Section B.4: The Solicitation provides labor categories with hours; is this provided in order to provide a common basis for evaluation or are the hours the actual level of effort for the course of the year?</p> <p>b. Follow-on question if the latter is correct. Will the government provide a statement of work (SOW) or performance work statement?</p>	<p>a. The hours for each labor category are used for evaluation purposes only.</p> <p>b. The statement of work was provided in the SIR.</p>
49	Could the FAA provide a list of companies that responded to FAA's Request for Information last summer regarding the Large Scale Cultural Transformation?	SEE QUESTION #3
50.	<p>Section L.15, c states that "the name of the offeror shall only be included on the Table of Contents" page of each volume if applicable. To confirm, does this mean that the name of the offeror should not be referenced in any way except on the Table of Content of each of the four volumes?</p> <p>For example, does this mean that when describing the project teams's capabilities (both the primes's and/or the sub's capabilities), we should not reference any compnay names but instead refer to companies as Company A or Company B?</p>	See Question 9d
51.	<p>a. Please confirm whether the 20 page limit on Volume II Technical Section applies just to Section A- Technical Approach.</p> <p>b. Would a 1 page introduction to Section B Professional Credentials (inserted prior to the resumes) be considered part of the 20 page limit?</p>	<p>a. See Amendment 00001</p> <p>b. Yes, it would count toward the 20 page limit.</p>
52.	<p>Are there other initiatives or work underway that FAA anticipates subsuming or including as part of this new IDIQ?</p> <p>For example, ongoing change management initiatives currently headed by the Organizational Effectiveness Office?</p> <p>If so, can FAA provide a description of what those current initiatives/efforts are that will come under the umbrella of this new IDIQ?</p>	See Section C.2 Background and also reference new informational weblink titled "The Story of the ATO," attached to this SIR. As stated in C.4, "The following requirements are stated in general terms, and will be further defined in specific task orders issued under the contract ."
53.	In subsequent task orders, will the selected contractor have the option to propose alternate	Yes. In Section B.2 it states "Delivery orders will be utilized to further define and

	mixes of labor categories and hours proposed? i.e., to propose fewer of one category and more of another category than is currently outlined in Section B.4.1?	cost the specific assignments under the contract.” See also F.1.3.2.4-20 and Section J under “Qualifications of Personnel.”
54.	Please confirm how many proposal copies (one original plus X copies) are required for each of the four Volumes.	See Amendment 00001
55.	Is the contractor able to propose labor categories and rates other than the labor categories specified in Part I, Section B?	See Answer 16
56.	Per Section B.2 Contract Type: Please clarify the issuance of the IDIQ and subsequent task orders: Will they be deemed strictly as Firm Fixed Price or will there be other opportunities relative to a T & M basis per the IDIQ requirements?	This is an IDIQ, Firm Fixed Price contract only.
57.	Per Section B.5 Productive Labor Hours: The second paragraph states the government may unilaterally reallocate direct labor hours between labor categories. If we are proposing terms based on a fixed price, this may change our overall proposed pricing. Please clarify this statement and how it is to be interpreted.	<p>This is an IDIQ contract with Fixed Price orders. The government may reallocate the estimates of hours in the base contract, as required, but the contractor still needs to provide a quote for the individual task orders based on the SOW. This should not affect the labor rates that the contractor proposed because this is not a fixed price contract. The FAA is only bound by the minimum LOE in the contract and the number of hours in the SIR are estimates. We are only bound by the minimum LOE, which is well below the estimates in Section B.</p> <p>Please note, though, that the Government’s right to reallocate hours does not apply in the fixed price delivery orders once they are accepted by the contractor.</p>
58.	We participated in this market survey with our partner and never received any information back on our response. Since that time, a new RFP DTFWA-09-R-0001 has appeared. Are these initiatives related and can you give an update on the original Cultural Transformation market survey?	The market survey was a request for information for the Large Scale Cultural Transformation Effort. If you had questions surrounding your response to the survey, you were free to inquire any time before the closing date 6/2/08. The RFP was released on 1/22/09 and closes 2/20/09.